**1. How can Laura most effectively use both management and leadership**

**skills in her role as associate director? What combination of the two do you**

**think would work best in this setting?**

**Ans :-** A director could be both a leader and manager. However, given that the two mangers are very capable and directly manage all the department staff, Laura should focus on being a leader. She should delegate managerial responsibilities to the two managers. This strategy will build the managers’ confidence, allowing them to solve problems for their staff. It will also free Laura to focus on building a greater sense of staff commitment to mission and vision.

Considering the agency already suffered Enough from staff turnover, and it has its own challenges with being a non-profit and depending on Federal funding which requires more and more competition to get, Laura should demonstrate leadership skills rather than acting as a third manager for the teams. She already has two managers that are managing the two teams Laura main is not management but leading the boat with good leadership skills.

Staff is already frustrated and on the edge of burn out due to the increased workload resulting from a low retention rate. Laura has to be in a position to Quell and motivate them. As good leaders do she needs to direct her focus to what she can do to maximize her departments contribution to the agency.

**2. What steps could be taken to build staff confidence?**

**Ans :-** Laura should be more mindful that the agency already suffered a lot from high staff turnover .If she is there to be of benefit to her employer ,she needs to create a positive and productive environment in the workplace by being honest, collaborative ,motivating and focusing on productive behaviours that will increase the retention rate .This would help Laura to keep the current staff in the organisation and encourages them to present high performance.

*Staff seems uncertain about the future due to high turnover and Laura’s negative conversation style. Building staff confidence could involve*

* *Giving managers more autonomy and the needed information to manage their staff*
* *Communicating regularly with staff about changes*
* *Encouraging staff to pursue professional development and learning opportunities and providing time for them to do so*
* *Engaging in team-building exercises and interactions*
* *Incentivizing excellent performance*
* *Addressing Laura’s conversation style directly, explaining to her how it impacts staff perceptions*
* *Involving staff in the hiring process where possible as team vacancies are filled*
* *Talking to staff directly and without retribution about the issues they think contribute to high turnover*

**3. What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills?**

**Ans :-** *It might help for both Laura and the managers to take a personality or leadership/management assessment. This way the mangers can ascertain their individual skills, learn how they can best support employees, and figure out how they can work together to use each other's strengths to run the department. Using a****style****approach, Manager 1 appears to utilize a task-oriented approach and Manager 2 demonstrates a relationship-oriented style. These two orientations could be structured to support one another.*

*Laura can focus on building leadership skills by building on her current strengths. In addition, Laura may want to revisit the roles and responsibilities of each position and how her division's work aligns with the overall organizational mission. Aligning with the overall mission and communicating it to staff may help improve morale and provide clarity on the department's role and direction.*

For Laura ,there is a number of ways and steps she could improve her leadership skills .To begin with, being the head of a skill building department, perhaps the first thing Laura should do is to reases her personal skills to identify what leadership qualities she might be in efficient at and start working on those even if the result of the assessment is positive Laura can always learn new things and improve her current strengths. We believe that all leaders are lifelong learners all though she might be slumd with work Laura should always make time to keep learning through such activities as reading books business magazines attending conferences and engaging in relevant discussions.

For the manager while manager one seems to have a task oriented approach manager to appears to have a people oriented approach for that reason be advise that they should find a way to find the common ground for their different management styles for example they should have meetings on regular basis to share their visions and discuss how to execute them together it is important that they can use each other strength to complement and support one another it would be the best way to support and motivate employees to deliver their best performance.

**4. Which leadership style do you think a leader would need to be effective in this situation?**

**Ans :-** High turn-over rate is common problem for most non-profit organisations ,one of the reason is the shortest of funds due to unstable income from granters. For this reason we would recommend that the most effective leadership style would be facilitative leadership. This type of leadership is known for its people-centred approach which is often describe the people come first. It allows leaders like Laura and her managers to get up close and personal with employees by promoting positive communication, culture and relationships. Another special advantage of this leadership style is that it is suitable for a sizeable management board consistent of inspired professionals and volunteer manager.

Additionally, Laura broadcast her visions clearly with specific goals and clarified career parts she should also consider and address are employees stand points and emotion to develop their trust and boost their morale.

*Several leadership approaches may be suited to the position described in the scenario:*

* ***Skills:****Centers on the ability to solve complex problems. The nonprofit is having several difficulties at the organizational level, including high turnover.*
* ***Path Goal:****Motivates employees by defining goals, clarifying paths, removing obstacles, and providing support. This type of leadership may work well in building employee morale.*
* ***Transformational:****Treats employees as complete human beings, considers emotions and perspectives. Builds motivation by providing a clear vision, acting as a social architect, building trust, and positive self-regard.*